

15 APR 1971

Approved For Release 2005/06/03 : CIA-RDP84-00780R004200070009-

Schedule - Review of Executive Inventories

(DD/S Conference Room is reserved.)

4:00 p.m. each date

21 April	OC
29 April	OMS
30 April	OTR
4 May	OS
5 May	OP
6 May	OL
13 May	OF

Approved For Release 2005/06/03 : CIA-RDP84-00780R004200070009-

GO TOGETHER WITH
MINIAM AND THE RESPECTIVE
SECT'S TO REVIEW THE
SUPPORT OFFICE NEEDS FOR
THE FISCAL YEAR BUDGETING PERIOD.

BE SURE TO REFER TO THE
11 APRIL WORD —

ALLOW ONE HOUR FOR
EACH — ALSO I THINK ONE
PER DAY WOULD BE ENOUGH —
IT MIGHT TAKE TWO WEEKS IN
ALL —

RSW -

We'll have to
schedule the succession
executive inventory
sessions with Offutt
which you forecast in
your note. Will you
put the scheme
together pls?

JWC
7 APR 1971

FILE

Personnel 7

11 MAR 1971

We will be calling you
about 12 April to arrange for this
meeting.

(signed) John W. Coffey

John W. Coffey

DD/S:JWC:maq (11 Mar 71)

Distribution:

Orig - AD/CO w/O DD/S 71-0847

1 ea to D/F, D/L, D/MS, D/Pers, DTR

1 - DD/S Subject w/ccy DD/S 71-0847

D/Sec w/cpy DD/S 71-0847

1 - DD/S Chrono w/ccy DD/S 71-0847

DD/S 71-0847: Memo dtd 11 Mar 71 for All DD/S Office Heads fr John W. Coffey,
subj: Executive Inventory

Director of Personnel
Room 5E56, Hqs

Harry -

I realize that the Office of Personnel developed the PMMP 70's Program within the SP Career Service and that you are, therefore, probably much further along than the other Offices.

(signed) John W. Coffey

Att

Cy of DD/S 71-0847

John W. Coffey

11 MAR 1971

Deputy Director for Support 7D18, Hqs

ADD/S:RSW/ms (10 Mar 71)

Distribution:

Orig RS - Adse, w/Att

1 - DD/S Chrono

1 - DD/S Subject

1 - RSW Chrono

DD/S 71-0847: Memo dtd 11 MAR 1971 for Acting D/CO,
D/F, D/L, DMS, D/Pers, D/S, Acting DTR fr DD/S,
subj: Executive Inventory

11 MAR 1971

MEMORANDUM FOR: Acting Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Acting Director of Training

SUBJECT : Executive Inventory

We will shortly be scheduling individual reviews by Offices and the respective Career Services of the Executive Inventories. In the past this has been limited essentially to your key Office positions, the incumbents, and quality and availability of likely successors. With the accelerated pace of retirements and the related dislocations, I think that it is essential that we go deeper in the review this year than we have in the past. Please be prepared, therefore, to reflect the progress you have made to date in your reviews and appraisals under the PMMP 70's Program. While time would not permit a name by name review of your entire Career Service, I would like to know what progress you have made in reviews in the grades below the top management level and what current or prospective problems or problem areas you have identified. Please be prepared also to discuss intra-Directorate rotational assignments.

(signed) John W. Coffey

John W. Coffey
Deputy Director
for Support

ADD/S:RSW/ms (10 Mar 71)

Distribution:

Orig - Acting D/CO
1 - Ea Other Adse
1 - DD/S Chrono
1 - DD/S Subject
1 - RSW Chrono

TRANSMITTAL SLIP

10 March 1971

To: Mr. Coffey		
ROOM NO.	BUILDING	
REMARKS: Recommend <u>8</u> signatures. <div data-bbox="737 401 967 541" style="border: 1px solid black; width: 142px; height: 67px; margin: 10px auto;"></div> <p style="text-align: center;">Robert S. Wattles</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

Memorandum -
If we will be sending
forms 241 transmittals
with these we should
probably give date
target range. How
much lead time
before (also did we
do a review in 1970?)

SECRET

DD/S 71-0847

11 MAR 1971

MEMORANDUM FOR: Acting Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Acting Director of Training

SUBJECT : Executive Inventory

We will shortly be scheduling individual reviews by Offices and the respective Career Services of the Executive Inventories. In the past this has been limited essentially to your key Office positions, the incumbents, and quality and availability of likely successors. With the accelerated pace of retirements and the related dislocations, I think that it is essential that we go deeper in the review this year than we have in the past. Please be prepared, therefore, to reflect the progress you have made to date in your reviews and appraisals under the PMMP 70's Program. While time would not permit a name by name review of your entire Career Service, I would like to know what progress you have made in reviews in the grades below the top management level and what current or prospective problems or problem areas you have identified. Please be prepared also to discuss intra-Directorate rotational assignments.

(signed) John W. Coffey
John W. Coffey
Deputy Director
for Support

ADD/S:RSW/ms (10 Mar 71)

Distribution:

Orig - Acting D/CO

1 - Ea Other Adse

1 - DD/S Chrono ✓

DD/S Subject
Approved For Release 2005/06/03 : CIA-RDP84-00780R0004200070009-2

1 - RSW Chrono

SECRET

71-1448

10 APR 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Executive Inventory

REFERENCE : DD/S 71-0847 dated 11 March 1971,
same subject

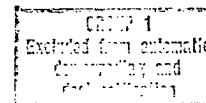
1. This is in response to your memorandum on the subject and provides information as to the problem areas we have identified and the action being undertaken towards a solution.

2. I have been aware for some time of the need for planning to assure a continuity of qualified leaders in OC in the future. The impact of retirements and the new technology of the 1970's both have been factors considered in several studies conducted in OC. The establishment in 1966 of the Communications Officer Development Program resulted from these studies.

3. In December 1968 we developed a model (attachment 1) to project our GS-13-18 personnel situation to December 1973. In the development of the model hypothetical promotion assumptions aimed at increasing the levels of technical education of the management staff were followed. Also applied was the assumption that OC personnel in the model grades would retire upon completion of 30 years government service. Based on the guidelines the model did indicate that there would be a problem in developing adequately qualified personnel for the upper grades.

4. In late 1970 a follow-up review of the 1968 study was conducted and showed that in the 20-month period subsequent to the first study, actual retirements exceeded considerably the number predicted using the 30-year model criteria. Based on the fact that it appeared that the 30-year work span was a reasonably accurate guide for OC upper graded personnel, a study was conducted in October 1970 for the GS-15 and super grades. This study showed that applying the "retire after 30 years service" criteria to this group of 46 people that about two thirds would retire by 1975.

SECRET



SECRET

5. In January 1971 a comparison was made of the model projection against the actual events of 1969 and 1970. As shown in attachment 2 the conscious effort to emphasize the importance of formal technical education in our promotion considerations increased the people with technical degrees in grades GS-14 and above from 14 to 20. The study showed also that the rate of retirement ran considerably higher (27 to 13) than the original model projection.

6. Attachment 3 contains the latest data on past retirements and provides a reasonably sound basis for future estimates. As can be seen OC does face a very serious problem in replacing virtually all of the GS-15's and super grade personnel during the 1970's. In fact I believe that the situation may become critical by 1975.

7. The obvious solution to the anticipated exodus of the present management team is to simply move into place a new team. In fact, considering the technical advances that have and are being made in all aspects of communications, the opportunity to bring in new people with stronger technical qualifications might be looked upon as a distinct advantage. However, as you know the solution is not quite as simple as just moving in formally trained technical people. There is much more to being a good manager in OC than simply having a technical degree. There is the requirement for handling some [] individuals located in [] different locations throughout the world. Operations are diverse and in a great many instances performed around the clock. There is an increasing need for OC managers to have a broad understanding of U. S. Government and Agency budget, program and personnel policies and practices. And there is a very definite need for managers to understand in depth the functions of OC CT/C's, CT/R's, [] operators, and technicians since these personnel make up a majority of the OC work force.

8. Summarizing this situation, the statistics indicate that there will be a large percentage of the top management in OC retire in the seventies. Regardless of the precise accuracy of the forecasts there is ample evidence that time is short to develop the management staff that is going to be required in the next decade. Fortunately, the problem has been recognized for some time. Because of our earlier studies on this whole subject our Senior Officers Review Panel (SORP) has placed a high degree of importance on formal technical education and this has been reflected in the recent promotion actions. Also rotations have been made with the goal of providing as many as possible of the technically trained people with varied operational experience. However, the need to meet day to day work requirements that have been increasing, with a reduced work force does not allow for much flexibility in assignments designed primarily for broad, long range training.

SECRET

~~SECRET~~

9. The approach that we are taking in trying to size this whole problem definitively and develop a solution, follows very closely the PMMP outline. In recognition of the relative urgency and importance of this program, I have appointed [redacted] as a Special Assistant to work full-time on this until his retirement. Attached is a tentative outline of the work to be accomplished and the status of the work that is already underway. 25X1



25X1

Director of Communications

Atts

1. memo PCS-M68-078
2. chart dtd 14 Jan 71
3. Statistical Data
4. Assessment of SG and GS-15 Personnel

~~SECRET~~

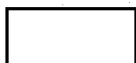
SECRET

DD/S 71-3064

2 AUG 1971

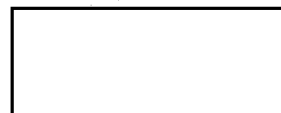
MEMORANDUM FOR: Director of Communications

25X1



I had only scanned the Office of Communications Executive Inventory papers forwarded as OC-M-71-454 dated 9 July before going on leave. I have now gone through them in detail and commend you and all of your people who have developed these data and the systems to which they belong.

We share your concerns about limitations on developmental assignment opportunities. As you know these obtain throughout the Directorate and, I believe, across the whole Agency. We unfortunately have no pat solution but, like you, will continue to "worry" and "ad hoc" until a broader answer appears.



25X1

John W. Coffey


DD/S:JWC:maq (2 Aug 71)

Distribution:

Orig - Adse

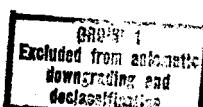
1 - DD/S Subject w/O DD/S 71-2728

1 - DD/S Chrono

DD/S 71-2728: Memo dtd 9 Jul 71 for DD/S fr  subj: Executive Inventory

25X1

SECRET



ROUTING AND RECORD SHEET

DD/S 71-2738

SUBJECT: (Optional)

FROM:

Director of Communications

EXTENSION

7354

NO.

OC. M. 71-454

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/S 7 D 18

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

EYES ONLY

Note: The attached was handcarried in by OC, on 9 July. Mr. Wattles is reviewing a copy of this.

25X

SECRET

9 JUL 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Executive Inventory

REFERENCE : Memo to DD/S dtd 19 April 1971, same subject

25X1

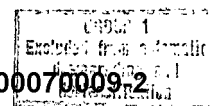
1. In accord with your request in late April, we have undertaken a review of our executive inventory on a name basis, to complement the statistical approach taken in the reference. As a first order in this review we have updated our retirement data by a personal contact to all personnel in Headquarters [redacted] that are occupying positions GS-15 and above. The data used for the upper graded personnel located overseas is based on the latest information submitted several months ago. Attachment 1 lists the people that plan to retire prior to 1976 and the positions they currently occupy. This listing probably is conservative since no percentage factor has been added for unexpected losses that might result from deaths, disability, transfer or resignation. It is apparent that our total management staff, GS-15 and above, will require an input of at least 23 officers before 1976.

2. The OC Senior Officers Review Panel (SORP) has been meeting to identify the GS-14 personnel who have displayed a potential for higher graded positions. Attachment 2 is a listing of these people. We realize it is unreasonable to expect that all these people will successfully meet the personality, judgment and other intangible requirements demanded by the higher graded positions. We know we have some GS-13's who have the capacity to progress to GS-15 by 1976. We are now, through our Panel and SORP processes, identifying these GS-13 "comers." We will be developing education and work history data along the same lines as for the GS-14's.

3. As mentioned in Attachment 4 of the reference, all staff and division chiefs have participated in the development of an "Ideal Qualifications Profile for the 70's" for each GS-15 and above position. This work has been completed and the total input has been used in the development of a broad OC officer profile shown as Attachment 3. This profile information will be extremely useful in planning the assignments of all senior personnel.

4. In order to attempt to match names to senior positions through the 1970's we have devised a metallic board with officer's names on small magnets which can be moved to the various jobs. This "Ouija Board" covers the 1971

SECRET



through 1979 time frame. As we get new information (such as firm retirement plans of a given officer) we update our board by moving magnets. Attachment 4 shows the current status of our planned assignments as shown on our planning board.

5. Summarizing this whole situation, we believe that the problems have been identified clearly. And from a strictly mechanical standpoint we are on the way toward a resolution. The real life problem comes when assignments for broadening purposes are planned for people who are deeply engrossed in important projects or programs. OC has a low percentage of upper grades (5%) and does not have positions that can be used simply or even primarily for training purposes, even for a short duty tour. As we take definite steps, which we are planning to do now, in planning assignments for the future, we will be estimating the temporary impact on operations and how to minimize this over-all problem. In addition, if it appears necessary to operate for a short period of time at a higher level than authorized for upper grades, we will make a formal request for this authorization.



25X1

[Signature]
Director of Communications

4 Atts

- 1 - List of Retirees
- 2 - List of GS-14 Personnel
- 3 - OC Officer Profile
- 4 - OC Senior Officer Assignments Through 1979

SECRET

25X1

Approved For Release 2005/06/03 : CIA-RDP84-00780R004200070009-2

Next 9 Page(s) In Document Exempt

Approved For Release 2005/06/03 : CIA-RDP84-00780R004200070009-2

SECRET

Basic Qualifications in the 1970's
of Ideal Candidates for GS-15 and Above Positions

(Rating indicates importance with A being essential when assigned; B essential to a slightly lesser degree, and C useful but not vital.)

Academic Education

A technical degree such as BS-EE	A
Nontechnical degree or college level studies in political science, law or business	C
or	
Degree, other than technical, such as; law, business, political science, etc., supplemented by technical training or experience in electronic communications	B

Training and Education - not necessarily college credit courses

ADP understanding and usage	A
(Depth of technical knowledge required depends on specific position.)	
PPB and system analysis understanding	B
Agency operational courses	C

Background Knowledge

CIA/OC communication system	A
Other government agencies communications systems	B
Commercial communications systems	C
Other CIA components	B

Command Experience

The majority of these positions require ability to command 20 or more people	A
--	---

Operational Experience

Overseas service - preferably at least 2 tours in different capacity	A
<input type="checkbox"/> - about two thirds of the positions require a knowledge of <input type="checkbox"/> operations	B
Serve in 2 or more OC specialties	A

Writing and Speaking

Virtually all positions require proficiency	A
---	---

SECRET

25X1
25X1

25X1

Approved For Release 2005/06/03 : CIA-RDP84-00780R004200070009-2

Next 2 Page(s) In Document Exempt

Approved For Release 2005/06/03 : CIA-RDP84-00780R004200070009-2